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THE ROLE OF ORGANIZATIONAL COMMITMENT IN LINKING ORGANIZATIONAL SUPPORT AND CULTURE TO EMPLOYEE PERFORMANCE AT SMAN 5 TANJUNG BALAI

Yuli Rachmadani Hasibuan¹, Nagian Toni², Fajar Rezeki Ananda Lubis², Dahnil Anzar
Simanjuntak², Robert Tua Siregar²

¹ Student of Master Management, Faculty of Economics,
Universitas Prima Indonesia,

² Center Of Excellence for Human Resource Management
Research and Innovation Center, Universitas Prima
Indonesia

Email: nagiantoni@unprimdn.ac.id

ABSTRACT

This study investigates the effects of organizational support and organizational culture on employee performance, with organizational commitment as an intervening variable at SMAN 5 Tanjung Balai. The research involved 46 permanent staff members, representing the institution's entire employee population. Using a quantitative approach, data were collected through structured questionnaires assessing employees' perceptions of support, cultural values, commitment, and performance. Statistical analyses were conducted to examine both direct and indirect relationships among the variables. The findings are expected to demonstrate that organizational support and a positive organizational culture significantly enhance employee performance, both directly and indirectly through organizational commitment. By exploring these dynamics, the study provides insights into how organizational factors shape employee behavior and performance outcomes. The results also offer practical guidance for school management to design strategies that strengthen support systems, reinforce cultural values, and foster commitment, ultimately improving overall performance. This research contributes to the field of organizational behavior by highlighting the interplay between structural support, organizational culture, and employee engagement within educational settings, providing a model that can be adapted by similar institutions seeking to optimize staff performance.



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Keywords: Organizational Culture, Organizational Support, Performance, and Organizational Commitment.

INTRODUCTION

Employee performance is a crucial factor in determining the success of an organization, including in the educational environment. High-performing employees are not only capable of completing tasks effectively but also contribute to the achievement of the institution's overall goals. In secondary schools, such as SMAN 5 Tanjung Balai, employee performance plays a strategic role in creating an effective teaching and learning process and optimal administrative services. Various studies have shown that employee performance is influenced by several factors, including organizational support and organizational culture. Organizational support encompasses the attention, facilities, and resources provided by the organization to help employees achieve their performance. Meanwhile, organizational culture, which encompasses shared values, norms, and practices within the organization, can shape employee behavior and motivation in carrying out their duties.

Furthermore, organizational commitment is often considered an intervening variable that mediates the relationship between organizational factors and employee performance. Employees with high commitment tend to be more loyal, responsible, and strive to deliver their best performance, making organizational support and culture more effective in improving performance. This study was conducted to analyze the influence of organizational support and organizational culture on employee performance at SMAN 5 Tanjung Balai through organizational commitment as an intervening variable. By understanding these mechanisms, the school can design more effective



human resource management strategies, improve employee motivation and performance, and ultimately improve the quality of education provided to students.

LITERATURE REVIEW

1. Performance

Performance is a concept widely discussed by experts from diverse perspectives. According to Mangkunegara (2017), performance is the quality and quantity of work results achieved by an individual in carrying out tasks according to their responsibilities. Meanwhile, Rivai (2015) emphasizes that performance reflects the actual behavior displayed by an individual as an achievement according to their role in the organization. Sedarmayanti (2016) also adds that performance is influenced not only by ability, but also by motivation and opportunities. From these various definitions, it can be understood that performance is essentially the work achievement of individuals and groups that is influenced by competence, effort, and work environment conditions.

2. Organizational Support

Organizational support is defined as employees' perception of the degree to which their organization values their work contributions and shows concern for their overall well-being. Eisenberger et al. (2006) explained that perceived organizational support reflects employees' belief that the organization recognizes their efforts, cares about their needs, and will act in their best interests. This perception can influence employees' attitudes, motivation, and behavior, as it fosters a sense of being valued and supported within the workplace, which in turn can enhance their commitment and performance. According to Rhoades and Eisenberger (2002), organizational support also encompasses the extent to which the organization provides recognition, fairness, and attention to employees' working conditions. Furthermore, Robbins and Judge (2015) emphasize



that organizational support can increase employee loyalty, motivation, and commitment to the company. Thus, organizational support is essentially a form of attention and appreciation felt by employees, which directly influences their attitudes and performance.

3. Organizational culture

Organizational culture is understood as a set of shared values, beliefs, norms, and customs that guide the behavior of organizational members. According to Schein (2010), organizational culture is a pattern of basic assumptions discovered, created, or developed by a group as a way to overcome problems of external adaptation and internal integration. Robbins and Judge (2015) define organizational culture as a system of shared meanings held by organizational members, which distinguishes one organization from another. Sedarmayanti (2017) adds that organizational culture can shape identity, direct behavior, and influence employee performance. From these various perspectives, it can be concluded that organizational culture is a foundation of values and beliefs that serve as guidelines for interacting and working within an organizational environment.

4. Organizational Commitment

Organizational commitment is generally understood as an employee's attitude that reflects their emotional attachment, loyalty, and willingness to continue as a member of the organization. Mowday, Porter, and Steers (2002) describe it as the degree to which an individual identifies with the organization's goals and actively engages in efforts to achieve them. Meyer and Allen (2001) further explain that organizational commitment consists of three dimensions: affective commitment, which reflects emotional attachment to the organization; continuance commitment, based on evaluating the costs and benefits of remaining with the organization; and normative commitment, which involves a sense of moral obligation to stay. Sedarmayanti (2016) adds that



employees with strong organizational commitment are more likely to demonstrate loyalty and perform at higher levels. From these various perspectives, it can be concluded that organizational commitment represents the overall strength of an employee's connection to the organization, encompassing emotional, rational, and ethical aspects, which collectively influence their behavior, engagement, and performance within the workplace.

METHODS

This study uses an associative approach, which aims to analyze the relationship and influence between variables. This approach allows researchers to assess the extent to which independent variables influence the dependent variable, both directly and through intervening variables. In the context of this study, the independent variables consist of Organizational Support (X1) and Organizational Culture (X2), while Organizational Commitment (Z) acts as an intervening variable that can mediate the influence of both independent variables on the dependent variable. The dependent variable that is the focus of the study is Employee Performance (Y). By using this framework, the study aims to provide a more comprehensive understanding of the mechanism by which organizational support and culture can influence employee performance through organizational commitment at SMAN 5 Tanjung Balai.

• Population and Sample

According to Sugiyono (2018), a sample is a portion of the number and characteristics of a population. Given the relatively small population size in this study, a saturated sampling technique was used, in which all members of the population were sampled. Therefore, this study involved 46 employees as respondents, ensuring that the data obtained is expected to comprehensively represent the entire population.



- **Data collection**

structured questions arranged in a specific way and given directly to employees as respondents. This method aims to obtain primary data regarding employee perceptions of organizational support, organizational culture, organizational commitment, and their performance. Second, the documentation study method was used to collect secondary data from various official documents and records held by related agencies. This data serves to complement and verify the information obtained through the questionnaire, so that the study can produce a more accurate and comprehensive picture of the factors that influence employee performance at SMAN 5 Tanjung Balai.

- **Measurement**

Path Analysis

This testing instrument uses smart pls with sobel test.

RESULTS

Path Analysis of Sub Model

Test Results *Model Summary* Sub Model

Model Summary

Model	R	R Square	Adjusted R Square	Standard Error of the Estimate
1	.579 ^a	.335	.287	1,012

a. Predictors: (Constant), Organizational Commitment, Organizational Support, Organizational Culture



The regression analysis shows a correlation coefficient (R) of 0.579, indicating a moderately strong relationship between Organizational Support, Organizational Culture, and Organizational Commitment with employee performance. The R Square value of 0.335 suggests that these variables explain 33.5% of the variation in performance, while the remaining variation is influenced by other factors. The Adjusted R Square of 0.287 accounts for the number of variables and sample size, with a standard error of estimate of 1.012, reflecting the model's predictive accuracy.

Sobel Test

Sobel Test Results

Variables	<i>Unstandardized</i>	<i>Std. Error</i>	<i>Test Statistics</i>	<i>Std. Error</i>	<i>P-Value</i>
Organizational Support towards Organizational Commitment	0.072	0.024	2,203	0.021	0.027
Organizational Commitment to Performance	0.672	0.207			
Organizational Culture on Organizational Commitment	0.081	0.024	2,339	0.023	0.019
Organizational Commitment to Performance	0.672	0.207			

Source: Data Processed With *Calculation for the Sobel Test* , 2025

The results indicate that Organizational Support indirectly affects employee Performance through Organizational Commitment. While Organizational Support directly strengthens employees' perceptions of being valued and supported, this effect translates into improved performance



primarily when it enhances their commitment to the organization. The mediation analysis, conducted using the Sobel Test, confirms that Organizational Commitment serves as a significant intervening variable in this relationship. In other words, employees who perceive higher levels of organizational support are more likely to develop stronger emotional attachment, loyalty, and willingness to contribute to organizational goals, which in turn leads to better performance outcomes. This finding highlights the importance of commitment as a mechanism through which supportive organizational practices influence performance, emphasizing that organizational support alone is not sufficient; its full impact is realized when employees internalize this support as a motivating factor for engagement and productivity.

DISCUSSION

1. The Influence of Organizational Support on Organizational Commitment

The findings of this study indicate that Organizational Support has a significant positive effect on Organizational Commitment. This means that when employees perceive that the organization values their contributions, provides assistance, and cares about their well-being, their sense of loyalty and emotional attachment to the organization increases. This is consistent with Eisenberger et al. (2006), who argue that perceived organizational support reflects employees' belief that the organization considers their needs and interests, fostering a sense of being valued. Higher levels of perceived support encourage employees to reciprocate through stronger commitment, greater involvement in organizational goals, and sustained tenure. In practical terms, organizations that actively demonstrate support—through recognition, resources, and attention to employee welfare—can enhance commitment, which in turn can positively influence performance outcomes. These results underscore the critical role of supportive organizational practices in building a



motivated and dedicated workforce, highlighting that commitment is not only shaped by internal motivation but also by the quality of support provided by the organization.

2. The Influence of Organizational Support on Performance through Organizational Commitment

Based on the results of this study, Organizational Support indirectly improves Performance through Organizational Commitment. This can be understood from the coefficient value which shows that the greater the support received by employees, the higher the level of commitment they show, and in turn, this commitment has a positive impact on performance. This finding is in line with the study by Rini Lidia Tamba et al. (2025), which found that Affective Commitment mediates the influence of Organizational Support on Employee Performance in government agencies in Central Kalimantan.

In addition, Sari Raudatusyifa et al. (2024) also concluded that Organizational Commitment serves as a significant intervening variable in the relationship between Organizational Support and Employee Performance in the private sector in Padang. Similar results were found in the international study Emerald (2023), which showed that Social Support (a type of Organizational Support) improves job performance, and the relationship is partially mediated by Organizational Commitment Emerald

3. The Influence of Organizational Culture on Performance through Organizational Commitment

The findings show that Organizational Culture indirectly impacts employee Performance through Organizational Commitment. A strong and positive organizational culture fosters shared values, norms, and behavioral expectations that encourage employees to feel connected and committed to



the organization. The mediation analysis indicates that this commitment acts as a key pathway through which culture translates into performance outcomes. Employees who identify with and embrace the organizational culture are more likely to develop a sense of loyalty, responsibility, and motivation to achieve organizational goals, which ultimately enhances their performance. This result highlights that while a supportive culture alone is beneficial, its effect on performance is maximized when employees internalize cultural values and transform them into commitment-driven actions. Therefore, nurturing a positive organizational culture not only shapes employee behavior but also strengthens the mediating role of commitment, ensuring that cultural investments effectively contribute to improved performance within the organization.

CONCLUSION

Based on the research results, several recommendations can be made. First, the management of SMAN 5 Tanjung Balai needs to increase organizational support, both through providing work facilities, awards for achievement, and attention to employee welfare, so that they feel appreciated and more motivated. Second, a positive organizational culture needs to be continuously built and strengthened, for example by instilling the values of togetherness, discipline, and professionalism in every work activity, so as to create a conducive work environment. Third, increasing employee organizational commitment must be a priority, as commitment has been proven to be a crucial link that can encourage the achievement of optimal performance. Therefore, the school is expected to develop policies that support strengthening commitment, such as coaching programs, open communication, and employee empowerment. For further research, it is recommended to add other variables beyond organizational support and culture, such as work motivation or leadership, to obtain a more comprehensive picture of the factors that influence employee performance.



LIMITATIONS

Based on the research findings, several steps can be taken to improve employee performance at SMAN 5 Tanjung Balai. First, from an organizational support perspective, the school needs to strengthen its focus on employee needs, including providing adequate work facilities, rewarding achievement, and establishing a fair and transparent performance appraisal system. Addressing the issue of low organizational support can be achieved by fostering more open communication between management and employees, ensuring that employee needs and aspirations are effectively addressed. Second, from an organizational culture perspective, schools need to consistently instill the values of discipline, cooperation, and professionalism so that employees feel a sense of shared identity. Problems related to weak cultural implementation can be addressed by creating value internalization programs, such as training, community activities, and regular evaluations of employee compliance with applicable rules and norms. Third, regarding organizational commitment, a strategy is needed to increase employee loyalty and emotional attachment to the school. This problem can be addressed through employee empowerment, employee involvement in decision-making, and opportunities for personal development through training and career development. By strengthening organizational support and building a healthy work culture, it is hoped that employee commitment will increase, so that the problem of low performance can be resolved and SMAN 5 Tanjung Balai will be able to achieve organizational goals more optimally.



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